

## **The Arroyo Center Administrative Files Collection, 1980-1987**

**2.1 cubic feet**

**JPL 248**

### **History**

In May 1982 the U.S. Army approached the Jet Propulsion Laboratory (JPL) with the concept of an analysis center, patterned after the RAND Corporation and its relationship with the U.S. Air Force. The Arroyo Center was to be a high-quality, interdisciplinary, future-oriented research and analysis organization. The purpose of the Center was to support the U.S. Army in studying a broad spectrum of long-range issues critically important to the Army's senior military and civilian leadership.

JPL established a study group to consider the Army request in May 1982. The center, originally called the Army Analysis Program (AAP), was run from JPL initially from Division 80, the Defense Programs Office. In May 1983, the Army Analysis Program was named the Arroyo Center and placed in Division 10, reporting directly to the JPL Director.

In October 1982, a committee, chaired by former Lab Director William H. Pickering, was formed to establish the charter and mode of the program. The committee also explored the problems and opportunities the Army Analysis Program posed for JPL. A report submitted to JPL in January 1983 was written by Pickering without discussion or input from the other committee members. This led to three of the committee members disassociating themselves from the report.

The Search Committee for a director for the Arroyo Center was chaired by JPL Deputy Director Charles H. Terhune. In September 1983, after a lengthy interview process, Richard A. Montgomery, Vice President of R&D Associates, was named as Director of the Arroyo Center. He was to be the equivalent of a JPL Assistant Laboratory Director. Research activities were undertaken and a few reports were completed by the Arroyo Center.

Major concerns among the Caltech faculty regarding the Arroyo Center surfaced in several Faculty Board meetings in November and December 1983. Caltech President Marvin L. Goldberger reported to the faculty in December 1983. Goldberger felt that he had failed to adequately keep them informed about the development of the Arroyo Center. The faculty was concerned mainly with three issues: the extent of the Arroyo Center's classified work; Caltech's reputation if connected to military work at a center located off lab; and the lack of Center oversight by Caltech and JPL.

In January 1984, the Caltech faculty voted for Caltech to divest itself of the Arroyo Center, arguing that the work of the Center was not making the best use of Caltech and of JPL. The Caltech faculty did agree that divestiture would occur at a mutually agreeable time.

In September 1984, the U.S. Army Chief of Staff decided to transfer the Arroyo Center to the RAND Corporation, and JPL began phasing out management and administrative operations of Arroyo Center activities. On February 1, 1985, the Arroyo Center facility located in JPL-Foothill Building 506, Room 447 formally closed. The Arroyo Center continues today as a Federally Funded Research and Development Center.

### **Provenance**

The collection was transferred from William H. Spuck, Division Manager of the Defense and Civil Systems Program (870), to the JPL Archives on January 29, 2002. It was originally transferred to the JPL Laboratory Records Center (LRC) by Gaylord E. Nichols, Jr. of the Office of the Director (100), on October 14, 1987. At some point in time, custody of the shipment was transferred to Robert J. Mackin, Jr., Section 800, Technology and Applications Programs. Upon Mackin's retirement in September 1999, custody of the shipment was transferred to Spuck.

### **Collection Arrangement and Description**

The collection is comprised of alphabetical subject files and reports, and a Chronological File of Gaylord "Nick" Nichols, all pertaining to the Arroyo Center.

The collection was divided into two series: Nick Nichols Chron. File, and Alphabetical Subject Files.

Nick Nichols Chron. Files (Folders 1-2). The Chron. Files are primarily focused on the efforts and logistics of divestiture and transfer of the Arroyo Center from JPL to RAND. A majority of the correspondence in the series was written by Nichols, although there are instances of correspondence from others. One example is a draft interoffice memorandum from Lew Allen to the Senior Staff concerning JPL's obligations to individuals who accepted employment or assignments with the Arroyo Center, expecting it to continue as part of JPL. Allen wanted to assure

those employees remaining at JPL that they would not face employment insecurity or other significant career penalties as a result of their Arroyo Center service.

Alphabetical Subject Files (Folders 3-76). A major part of the alphabetical files also deal with the impending transfer of the Arroyo Center. The "Alternate Organizations" folder (folder 5) examines other possible organizations that had experience operating Federally Funded Research and Development Centers (FFRDCs), or would be interested at acquiring the Arroyo Center. These included SRI International and the New Mexico State University Physical Science Laboratory. There also are files for the Aerospace Corporation and RAND Corporation, as well as background materials present elsewhere in the collection.

There are several folders devoted to the time when the Arroyo Center was initially called the Army Analysis Program (AAP). Included is the "Pickering Report" (folder 10), the Chairman's final report of the AAP Committee, dated January 15, 1983, written by former Lab Director William H. Pickering.

The "Caltech-JPL Relations" folder (folder 22), includes a July 10, 1980 report "Reflections on the Formation of a Separate Defense Organization" written by Nichols, and a November 13, 1984 report "A Proposal for Separating the Jet Propulsion Laboratory from the Campus of the California Institute of Technology" written by Martin Goldsmith. Both short reports deal with potential constraints imposed on JPL by Caltech, especially in areas of classified defense work.

The "Faculty Discussions-Media Coverage" (folder 29) is a good documentation of the overall mood of the Caltech faculty, as expressed in the minutes of faculty meetings. There also is a sampling of articles printed in local newspapers dealing with the Arroyo Center. Also included is an interview with Richard Montgomery and Robert Mackin for *Universe*, printed on March 9, 1984.

There are several examples of different kinds of Memoranda of Understanding that involved JPL and NASA, including various MOUs between JPL and NASA, between U.S. Air Force Space Division and JPL, and between the Army and JPL. There is also a file with documentation of MOUs between NASA and other organizations, such as the U.S. Department of Energy.

The "Program Planning" folder (folder 61) includes a copy of the Proposed Fiscal Year 1984 Program, presented to the Arroyo Center Policy Committee on November 14, 1983. This can be compared to the issued FY 1984 Program (folder 60), revised in July 1984.

There are three different progress reports that are represented in the collection. The Monthly Activity Reports (folder 62), were issued by Richard A. Montgomery to Joann H. Langston of the Army Study Program Management Office (SPMO). These are represented in the collection for September/October 1983 to September/October 1984, although they are not inclusive. The Financial Status Reports (folder 63), were issued by the Senior Contract Administrator of the JPL Contracts Management Office. They were M. Marquess, C. Harrell, and S. M. Cargill. They were also sent to Joann Langston of SPMO. These are represented in the collection for July 1984 through February 1987, although they are not inclusive. Also in the collection is a folder of four status reports (folder 64) sent by Robert Mackin to JPL Director Lew Allen in 1984. These were titled "Weekly Status Reports" but only four are present in the collection.

### JPL Discreet materials

Of the above materials, 21 folders are stamped or marked "JPL Discreet." These have been moved to three boxes at the end of the collection. Their original positions in the collection have been marked with separation sheets. Whole files that are discreet are noted in the file folder list.

There are 16 folders of Personnel Files of people working for the Arroyo Center. While these files are not stamped "JPL Discreet" they have been treated as such due to documentation of salary and personal issues.

### **Conservation/Preservation**

Standard preparations of documents for long term storage were completed.

### **Separation Statement**

No items were separated from the collection.

### **Finding Aids**

No other finding aids exist for the collection.

## **FILE FOLDER LIST**

### **Box 1 of 7**

- Fld. 1 Gaylord E. "Nick" Nichols Chron. File, March-August 1984.
- Fld. 2 Nichols Chron. File, September-November 1984.
- Fld. 3 Administrative Concept Material, March-May 1984.
- Fld. 4 The Aerospace Corporation, n.d.
- Fld. 5 Alternate Organizations, n.d.
- Fld. 6 Annual Operating Plan, 1983-1984.
- Fld. 7 Army Analysis Program, 1982-1983.
- Fld. 8 Army Analysis Program, Assessment of Other Dedicated Analysis Organizations, 1982.

### **Box 2 of 7**

- Fld. 9 Army Analysis Program, Army External Analysis Center, 1982.
- Fld. 10 Army Analysis Program Committee, Chairman's Final Report, January 15, 1983.
- Fld. 11 Arroyo Center, Development, 1982.
- Fld. 12 Arroyo Center Policy Committee meeting, November 14, 1983.
- Fld. 13 Arroyo Center Advisory Council, 1983-1984.
- Fld. 14 Advisory Council Meeting, May 13, 1984.
- Fld. 15 Background Information, The Aerospace Corporation, n.d.
- Fld. 16 Background Information, Institute for Defense Analysis, n.d.
- Fld. 17 Background Information, R & D Associates, n.d.
- Fld. 18 Background Information, The RAND Corporation, 1980.
- Fld. 19 Benefits, n.d.
- Fld. 20 Budgets, 1984.
- Fld. 21 Budget, Phase Out, 1984.
- Fld. 22 Caltech-JPL Relations, 1980-1984.
- Fld. 23 Center Concept, 1983.

### **Box 3 of 7**

- Fld. 24 Center for Naval Analyses, Annual Reports, 1980, 1982.
- Fld. 25 Contractual Memorandum of Understanding, n.d.
- Fld. 26 Divestiture, 1984.
- Fld. 27 U.S. Department of Defense, The 1983 Defense Budget, An Analysis.
- Fld. 28 Facilities, 1984-1985.
- Fld. 29 Faculty Discussions, Media Coverage, 1983-1984.
- Fld. 30 FFRDC Status, 1980-1984.
- Fld. 31 Funds-On-Contract, 1984.
- Fld. 32 Innovation Task, 1983-1984.

### **Box 4 of 7**

- Fld. 33 Memos of Understanding, NASA/JPL, [folder 1 of 2]
- Fld. 34 [folder 2 of 2]
- Fld. 35 MOU- USAF Space Division/JPL, October 22, 1981.
- Fld. 36 MOU- US Army/JPL, 1982.
- Fld. 37 MOU- NASA/Other.
- Fld. 38 Montgomery- SDI Panel, 1985.
- Fld. 39 Office Data Systems, 1984.
- Fld. 40 Personnel/Role Statements, 1983-1984.
- Fld. 41 Personnel Files, Summer Employment. [Whole folder is "JPL Discreet"]
- Fld. 42 Personnel Files, Larry Caldwell, 1984-1985. [Whole folder is "JPL Discreet"]

Fld. 43 Personnel Files, Denise E. Campbell. [Whole folder is "JPL Discreet"]  
 Fld. 44 Personnel Files, Craig C. Etcheson. [Whole folder is "JPL Discreet"]  
 Fld. 45 Personnel Files, Cara M. Gilbert. [Whole folder is "JPL Discreet"]  
 Fld. 46 Personnel Files, Martin Goldsmith. [Whole folder is "JPL Discreet"]  
 Fld. 47 Personnel Files, Richard Holland. [Whole folder is "JPL Discreet"]  
 Fld. 48 Personnel Files, David Kassing. [Whole folder is "JPL Discreet"]  
 Fld. 49 Personnel Files, Holly G. Korbonski. [Whole folder is "JPL Discreet"]  
 Fld. 50 Personnel Files, Christopher Layne. [Whole folder is "JPL Discreet"]  
 Fld. 51 Personnel Files, Leslie K. Lewis. [Whole folder is "JPL Discreet"]  
 Fld. 52 Personnel Files, Dorian Liepmann. [Whole folder is "JPL Discreet"]  
 Fld. 53 Personnel Files, Samuel R. Maynez. [Whole folder is "JPL Discreet"]  
 Fld. 54 Personnel Files, Barbara Stapper. [Whole folder is "JPL Discreet"]  
 Fld. 55 Personnel Files, Benjamin Zycher. [Whole folder is "JPL Discreet"]  
 Fld. 56 Personnel Files, Nancy Zachariasen. [Whole folder is "JPL Discreet"]  
 Fld. 57 Arroyo Center Proposed FY 1984 Program, Presented to Arroyo Center Policy Committee, November 14, 1983.  
 Fld. 58 Arroyo Center FY 1984 Program, Revised July 1984.

#### **Box 5 of 7**

Fld. 59 Arroyo Center, Program and Personnel, May 1, 1984.  
 Fld. 60 Arroyo Center FY 1984 Program Review, Arroyo Center Policy Committee, August 6, 1984.  
 Fld. 61 Program Planning, 1984.  
 Fld. 62 Progress Reports, Monthly Activity Reports, 1983-1984.  
 Fld. 63 Progress Reports, Financial Status Reports, 1984-1987.  
 Fld. 64 Progress Reports, Reports to Lew Allen, 1983-1984.  
 Fld. 65 Publications, 1984-1986.  
 Fld. 66 RAND Corporation, Benefits, n.d.  
 Fld. 67 RAND Corporation, Fact Sheets, n.d.  
 Fld. 68 RAND Corporation, 35th Anniversary, 1982-1983.

#### **Box 6 of 7**

Fld. 69 RAND Subcontract, 1984-1987. [folder 1 of 2]  
 Fld. 70 [folder 2 of 2]  
 Fld. 71 Salary Ranges/Statistics, 1983-1984.  
 Fld. 72 Salary Reviews, 1984. [Whole folder is "JPL Discreet"]  
 Fld. 73 Security, 1984.  
 Fld. 74 Staffing Procedures, 1983-1984.  
 Fld. 75 Staff Projections, 1984-1985.  
 Fld. 76 Working Group, 1984.

#### **Box 7 of 7 – JPL Discreet Material**

JPL Discreet Material; 21 folders.

### **CATALOG DESCRIPTION**

Arroyo Center Administrative Files Collection, 1980-1987  
 2.1 cubic ft. (97 folders)

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The Army Analysis Program was named the Arroyo Center in May 1983. In December 1984, the faculty of Caltech was concerned with the extent of the Arroyo Center's classified work, and voted for Caltech to divest itself of the Arroyo Center. The JPL Arroyo Center was closed at the end of January 1985, and the Center was transferred to the RAND Corporation, where it continues today as a Federally Funded Research and Development Center.

The collection includes "JPL Discreet" documents.

Finding aid available in the repository.

#### Tracings

Jet Propulsion Laboratory  
California Institute of Technology  
Arroyo Center  
U.S. Army  
Caltech-JPL Relations  
RAND Corporation  
Nichols, Gaylord E., Jr.  
Montgomery, Richard A.  
Mackin, Robert, Jr.  
Pickering, William H., 1910-  
Allen, Lew, Jr., 1925-  
Goldsmith, Martin

Accession 2002-5.